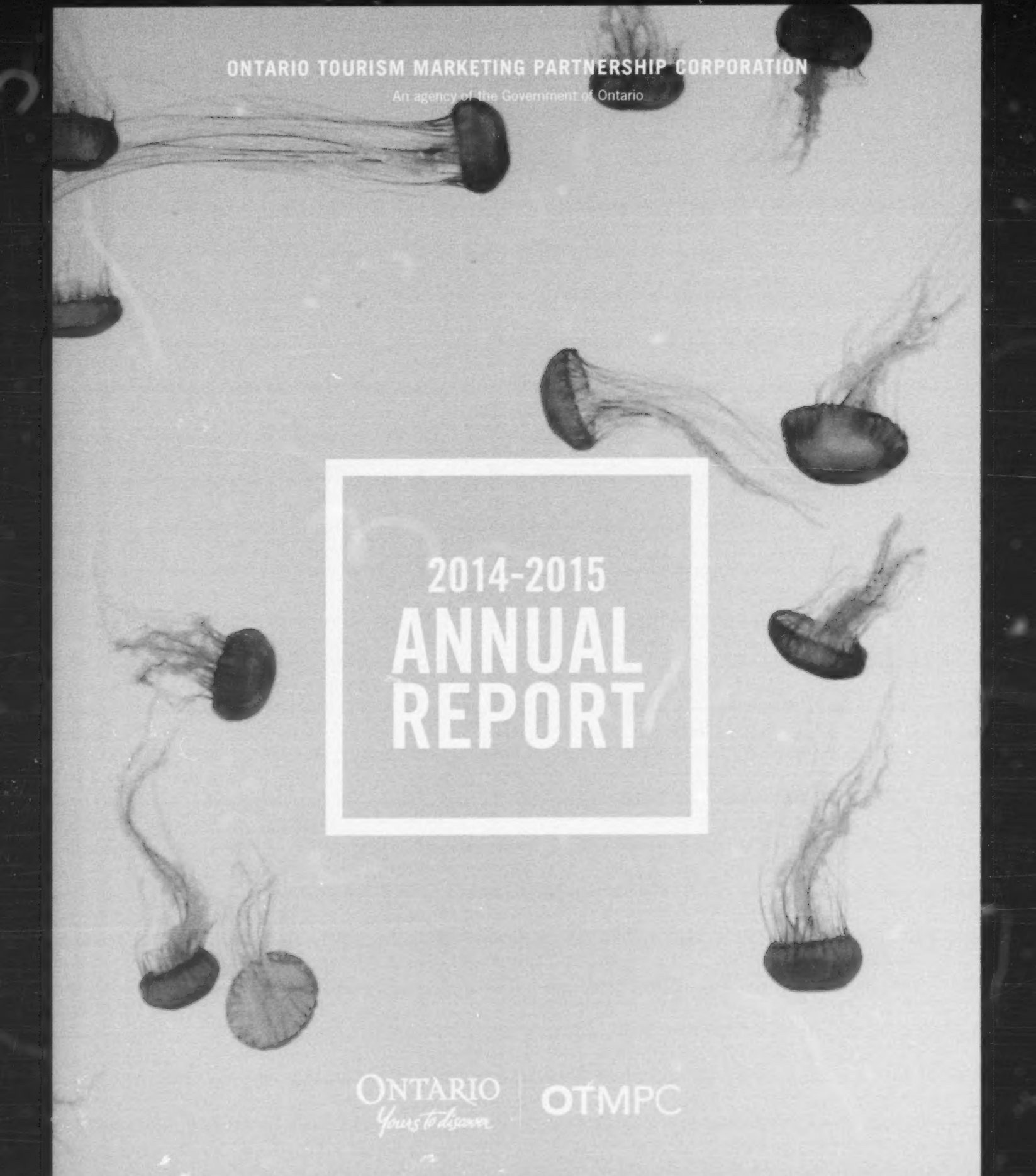
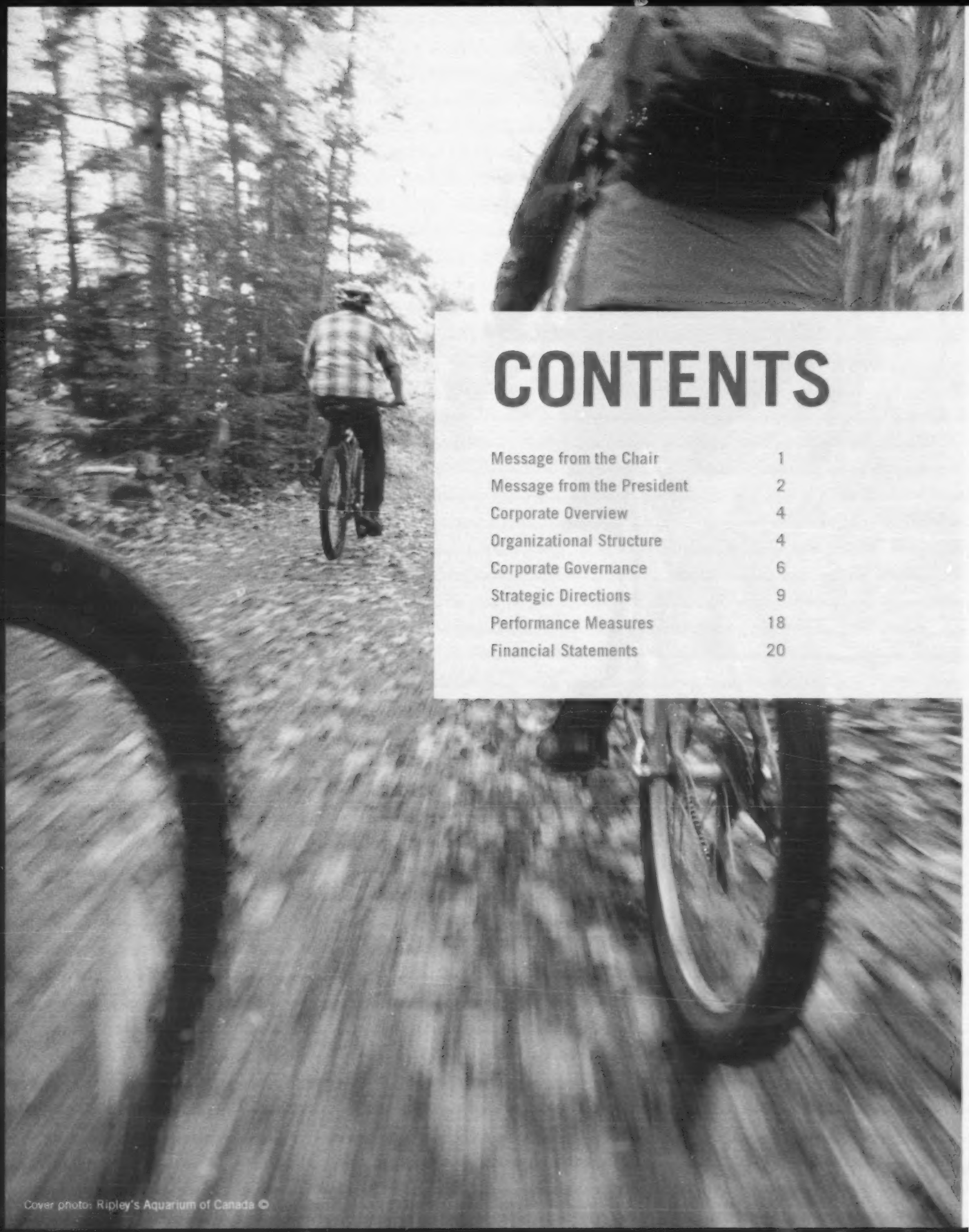
ONTARIO TOURISM MARKETING PARTNERSHIP CORPORATION

An agency of the Government of Ontario



2014-2015 ANNUAL REPORT

ONTARIO *Yours to discover* | OTMPC



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Message from the Chair

As the new Chair of the Ontario Tourism Marketing Partnership Corporation (OTMPC), I am extremely pleased to be part of an organization that works hard for Ontario's tourism industry and contributes to Ontario's economic prosperity.

Having been a Board member for six years already, 2014–15 was an exciting year to take on the role of Chair. I would like to take this opportunity to thank former Chair, Antoni Cimolino, for his dedication as a Board member and Chair of OTMPC for many years.

2014–15 saw OTMPC programs aligned with the direction of the Strategic Plan 2014–2017 with a continued vision to position Ontario as a preferred global destination. OTMPC's primary role of marketing began to follow the tiered market structure; investing more in markets that yield stronger visitation and expenditures. This proved to be successful with the shift to four targeted marketing campaigns for Ontario's key domestic and United States markets. The *Annual Best of Ontario, Local Insider, Holiday* and Northern Ontario campaigns all produced excellent consumer pieces and an integrated marketing approach that included media relations, digital and social media activities.

On the international side, OTMPC continues to work with the Canadian Tourism Commission (CTC), Destination Marketing Organizations (DMOs), Regional Tourism Organizations (RTOs), and travel trade partners to build Ontario's brand awareness abroad. With future projections demonstrating growth across Ontario's 10 international markets, it will be important for the OTMPC to continue to evaluate market priorities and investments to gain the best return on investment.

Partnerships are a valuable part of the success of building a stronger tourism industry. The implementation of new changes to the Tourism Event Marketing Program (TEMP) and Tourism Industry Partners Program (TIPP) took place in 2014–15. Into the future, OTMPC will continue to improve its partnership programs and seek out ways to create new and possible non-traditional partnerships.

The Board continues to value the contributions and insight from the three advisory committees; the Regional Tourism Organization Advisory Committee, Sector Advisory Committee and Marketing Metrics Committee; as well as the Northern Marketing Tourism Committee, which is a Committee of the Board. The advice from all of these committees is a direct link to industry stakeholders. We want to ensure that OTMPC serves the industry in the best way that it can and advice from the committee representatives allows for an ongoing dialogue about OTMPC's activities and programs.

Personally, I want to thank the staff at OTMPC for their hard work and diligence in their role as public servants and specifically in serving Ontario's tourism stakeholders. I also want to recognize my fellow Board members whose array of skill sets is an asset to me as Chair, to the Board's strategic functions and to the organization at-large. I also want to thank Minister Michael Coteau for his leadership and support and the staff at the Ministry of Tourism, Culture and Sport with whom OTMPC works closely. I look forward to the future years as Chair and to working with both staff and industry to generate stronger economic activity and job growth for Ontario's tourism industry.

Jim Marchbank, Chair

Ontario Tourism Marketing Partnership Corporation

Message from the President

OTMPC has undergone significant transformation, inspired by the 2014–2017 Strategic Plan, with its vision "to position Ontario as a preferred global tourism destination."

Realignment of budgets has enabled OTMPC to put greater emphasis on regaining tourism from the U.S. and growing international markets. OTMPC's three tiered approach to geographic marketing, with Ontario, Quebec, the U.S. and China in Tier One, will ensure we fulfill our mission "to enhance tourism expenditures in Ontario, and contribute to provincial economic prosperity."

OTMPC remains motivated to "build a powerful brand that drives results." This past year, Brand Management and Consumer Marketing successfully implemented three themed campaigns: a spring/summer Best of Ontario, a fall Local Insider, and a winter Holiday campaign. Digital Marketing continued to revitalize www.ontariotravel.net with new pathways to 'explore' and 'play' and grow our social media endeavours. The Ontario Signature Experiences program designated 29 new experiences which, when added to 30 Canadian Signature Experiences in Ontario, empowers OTMPC to entice international trade and media. In China, the International Marketing team's microfilm *Mission Ontario* and marketing campaign was successfully launched in Beijing and the team wrapped London's Euston Station to positive reaction. With a view to future investment, Research engaged Ministry colleagues to forecast key markets to 2017, which indicated Ontario can expect greatest growth in visitor expenditures from China and the United Kingdom. The International Marketing team also delivered remarkable results in media relations and travel trade.

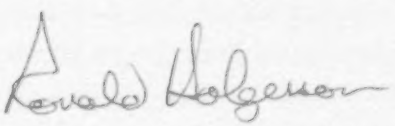
OTMPC continued to "develop and execute an effective partnership strategy." Working closely with partners, the Northern Office produced a multi-season themed campaign, 'Explore the Possibilities' to entice tourists passionate about angling, hunting, powersports touring, and outdoor adventures. Ontario Travel Information Centres (OTICs) welcomed over 900,000 visitors and the relocated Toronto OTIC opened near the new Union Pearson Express air-rail link at Union Station. Partnerships and Regional Relations developed an Aboriginal Tourism Marketing Strategy, and began to investigate opportunities for expanded relationships with transportation and accommodation partners. TEMP and TIPP provided marketing support with new emphasis on attracting visitors from outside Ontario.

By "embracing organizational innovation and effectiveness," Corporate Services ensured OTMPC's financial, information technology and human resources were well managed. Corporate Services also successfully completed special audits of procurement and travel and hospitality expenditures, in addition to the annual audit, and refined processes to improve services. The team led a multi-dimensional process mapping exercise with a view to achieving Level 2 Excellence Canada certification for workplace practices and performance, and completed a comprehensive review of staff aspirations to generate professional development plans for individuals and teams. OTMPC's President's Counsel and the Directors Table both provided significant advice. OTMPC all-staff meetings were held quarterly.

In October 2014, OTMPC welcomed a new team, Pan Am Visitor Engagement, with a mandate to produce a 38-day celebration of the 'Best of Ontario' during the Pan Am/Parapan Am Games.

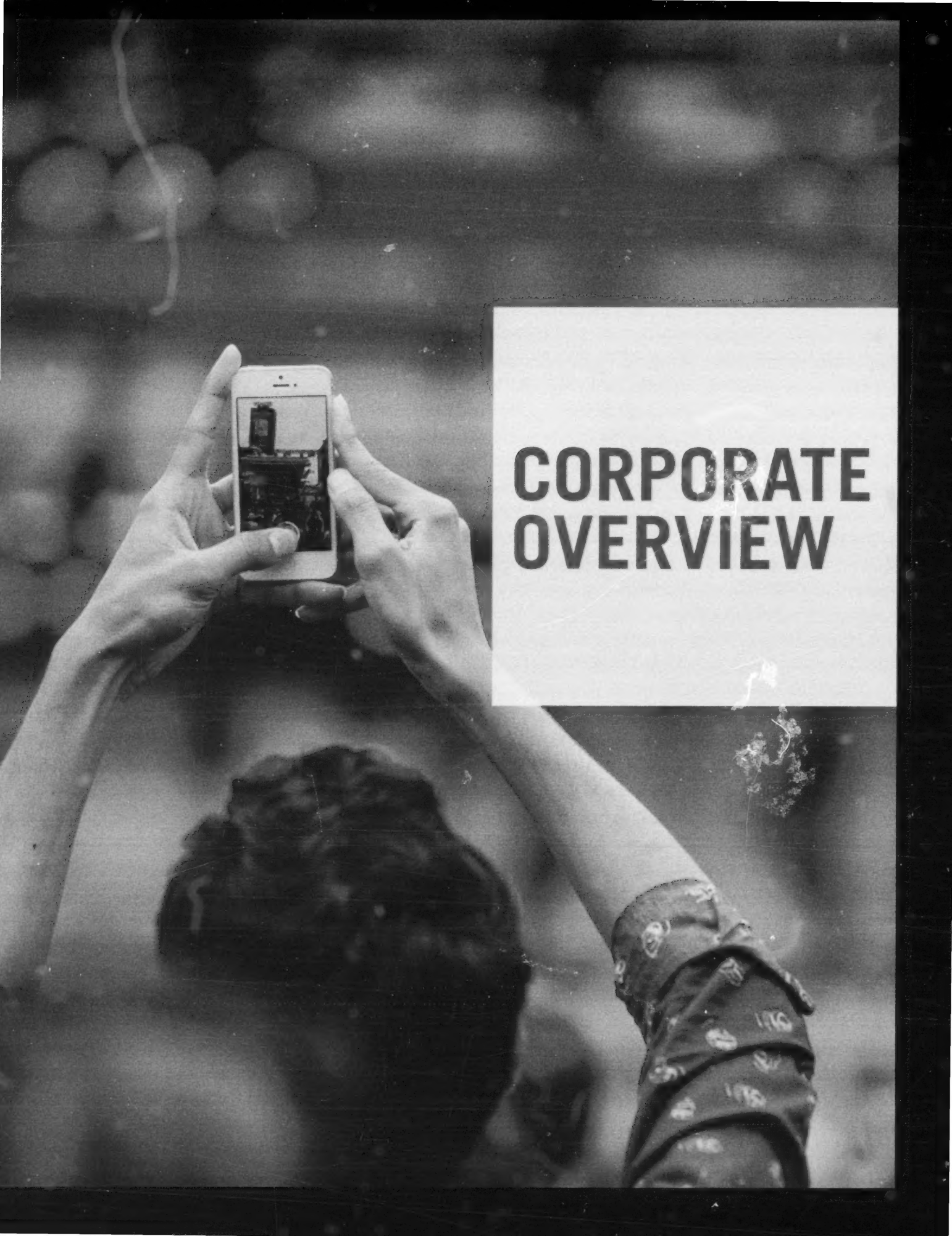
OTMPC also supported the Games by developing the 'Epic Is ON' campaign to support tourism visitation during the Games. A fall/winter ad, 'Invade,' was produced along with other marketing efforts to target the consumer segment of sports enthusiasts.

Finally, OTMPC's Board and staff continued to "build and deliver the case for investment," attending many sector, DMO and RTO meetings and industry functions. OTMPC continues to model a balance between marketing Ontario to Ontarians and to international visitors, and welcomes the challenges and opportunities that make Ontario the leading tourism destination in Canada.



Ronald Holgerson, President & CEO

Ontario Tourism Marketing Partnership Corporation



CORPORATE OVERVIEW

Corporate Overview

VISION

To position Ontario as a preferred global destination.

MISSION

To generate increased visitation by Ontario, Canadian and international tourists, enhance tourism expenditures in Ontario, and contribute to provincial economic prosperity through impactful marketing and results oriented investment partnerships.

MANDATE

OTMPC is governed by Ontario Regulation 618/98 under the *Development Corporations Act*. Its mandate, as provided for in the regulation, is:

(a) to market Ontario as a travel destination;

(b) to undertake joint marketing initiatives with the tourism industry;

(c) to support and assist the marketing efforts of the tourism industry; and

(d) in cooperation with the tourism industry, the Government of Ontario, other governments and other agencies of governments, to promote Ontario as a travel destination.

The following principles support the mandate:

(a) OTMPC is to lead the marketing of Ontario as a travel destination nationally and internationally;

(b) OTMPC and regional organizations are to work together to market travel within Ontario;

(c) OTMPC is to deliver marketing services that contribute to regional and economic development;

(d) OTMPC is to become a centre of excellence supporting provincial marketing; and

(e) OTMPC is to engage in partnerships to support the above objectives.

Organizational Structure

MARKETING

OTMPC's marketing team uses a targeted multi-media approach to connect with provincial, national and international consumers.

Brand Management and Consumer Marketing

OTMPC builds brand awareness through multiple channels within Ontario, across other provinces and internationally to position Ontario as a preferred vacation destination.

International Marketing

OTMPC promotes and facilitates the sale of Ontario market-ready tourism products and experiences by working closely and directly with tour operators, wholesalers and travel agents. The Ontario brand is promoted through joint marketing campaigns, trade conventions, marketplaces and select events in Canada, the U.S., the U.K., Germany, France, China, Japan, South Korea, India, Mexico and Brazil.

Media Relations

OTMPC develops and maintains close working relationships with members of the media in Ontario, priority Canadian markets, the U.S., and nine other international markets, with special emphasis on customized media tours, as well as media marketplaces and events to showcase Ontario through media outlets.

Digital Marketing

Digital marketing, through its various activities, encourages consumers to consider travel to Ontario. Through the Tourism Consumer Information System (TCIS), a variety of information is provided to potential visitors, and offers tools and information to the tourism industry. The system includes consumer and corporate websites that promote experiences and travel packages, while also directly connecting consumers to industry partners to book their travel; a consumer database; a literature delivery service; a bulk distribution centre; and the 1-800-ONTARIO contact centre. The Digital Marketing team also leads OTMPC's social media activities, connecting travellers with fun and dynamic Ontario travel ideas through social channels such as Facebook, Twitter, Instagram, YouTube, travel blogs, etc.

Market Research

OTMPC conducts tourism research that provides market intelligence and consumer behaviour analysis to enable OTMPC and tourism operators to make informed business decisions and help market Ontario products more effectively. Research also engages in tracking the success of OTMPC's marketing campaigns.

Special Projects

OTMPC works with government and industry partners to leverage major international events, such as 2014 World Pride, the TORONTO 2015 Pan Am/Parapan Am Games and Ontario's Celebration Zone taking place during the Games.

INDUSTRY RELATIONS

The industry relations team works to partner with the tourism industry to market Ontario as a year-round travel destination.

Partnerships and Regional Relations

OTMPC offers its partners the opportunity to market their products under the Ontario tourism brand and to enter important or new markets that might be challenging to access on their own. Sales efforts assist industry partners to reach visitor markets with strong, compelling messages linked to OTMPC's key marketing campaigns. Partners include RTOs, DMOs, attractions, accommodations, culinary and transportation businesses.

TEMP and TIPP

OTMPC provides support for marketing ventures with the tourism industry that promote Ontario as a premier destination with a particular focus on initiatives and media buys for consumers outside Ontario's borders. Through TIPP, OTMPC works with multi-partner groups to assess their tourism partnership ideas and to provide assistance to support their marketing campaigns. Through TEMP, OTMPC assists in the marketing of select events and festivals across the province. Both programs focus on marketing campaigns that will draw overnight visitors from outside of Ontario.

Northern Partnerships

Northern partnerships are designed to foster visitation to Northern Ontario, focusing on visits to RTOs 12 and 13 A, B, and C and marketing the province's avid experiences such as angling, hunting, powersports touring and world-class outdoor adventures within Ontario, Canada and international markets.

Ontario Travel Information Centres

OTICs provide an official welcome to visitors. Operated and staffed by trained counsellors, OTMPC's 11 OTICs offer visitors valuable, practical, on-the-spot information and advice on where to go and what to see and do in Ontario. Two of OTMPC's OTICs are located in ONroute service centres along Highway 401 in Bainsville and Tilbury. OTMPC also supports ONroute service centres' self-service provincial information stations.

PAN AM VISITOR ENGAGEMENT

The Pan Am Visitor Engagement team joined OTMPC in October to encourage tourism during the TORONTO 2015 Pan Am/Parapan Am Games. This team will be responsible for the planning and delivery of the Ontario's Celebration Zone. The team will also be responsible for promotion of the torch relay, a Games-specific social media tourism engagement strategy, and execution of a regional and community visitor engagement plan.

CORPORATE SERVICES

The corporate services team oversees business operations, financial management, business planning, procurement, human resources, legal and facility and IT services management for OTMPC. This program area is also responsible for business continuity planning in the event of an emergency.

PRESIDENT'S OFFICE

The President's Office provides executive support and assistance to the President and Chief Executive Officer in the operational planning, management and implementation of policies, programs and the agency's initiatives and priorities. Along with corporate communications, staff manages business operations for the President and CEO, Board of Directors and RTO, Sector, Marketing Metrics and Northern Tourism Marketing committees, and ongoing liaison with the Ministry of Tourism, Culture and Sport. Corporate communications staff works closely with marketing, sales and media relations staff to develop and implement targeted, strategic communications and public relations programs that proactively enhance OTMPC's profile with external and internal audiences and promote tourism's contribution to economic prosperity.

Corporate Governance

Board of Directors

OTMPC is governed by a Board of Directors comprised of business leaders who are appointed by the Lieutenant Governor in Council, based on recommendations from the Minister of Tourism, Culture and Sport. The Minister receives advice on Board membership through OTMPC's Governance and Nominations Committee and other interested parties.

The Directors sit on various committees of the Board, including the Executive Committee with a Human Resources Sub-Committee, chaired by Greg Treffry; the Audit, Finance and Risk Committee; and the Governance and Nominations Committee.

Executive Committee: Chaired by Jim Marchbank, the Committee sets priorities and recommends objectives and strategies to the Board.

Audit, Finance and Risk Committee: Chaired by Peter Fullerton, the Committee reviews financial performance and ensures that effective operating controls are in place.

Governance and Nominations Committee: Chaired by Jim Marchbank, the Committee undertakes assessment of Directors' skills, succession planning and recruitment for Board and Advisory Committees.

The **Northern Tourism Marketing Committee** also serves as a Committee of the Board with representation from Northern tourism industry stakeholders. Chaired by Carol Caputo, the Committee develops and monitors marketing strategies, tactics and programs for key Northern Ontario markets.

Advisory Committees

OTMPC also benefits from the wisdom, insight and advice of the three **Advisory Committees**:

Regional Tourism Organization Advisory Committee: Chaired by Karen Squires, the Committee supports the coordination, collaboration and alignment of RTO and OTMPC marketing programs and brand.

Sector Advisory Committee: Chaired by Brenda Branch, the Committee focuses on tourism industry collaboration and promotion of experiences to all markets.

Marketing Metrics Committee: Chaired by Dr. Marion Joppe the Committee ensures appropriate performance measures for both OTMPC and the tourism industry are in place and reported.

BOARD OF DIRECTORS

(terms listed as per fiscal year April 1, 2014 – March 31, 2015)

Mr. Jim Marchbank, Chair
Tourism Industry Representative,
Sudbury
September 8, 2014 – September 7, 2017 (Chair)
September 24, 2008 – September 8, 2014 (Member)

Mr. Antoni Cimolino, Chair
Artistic Director
Stratford Shakespeare Festival
Stratford
May 13, 2012 – April 12, 2014 (Chair)
February 2, 2002 – May 12, 2012 (Member)

Mr. Patrice S. Basille
Executive Vice President & General Manager
Brookstreet Hotel
Ottawa
August 15, 2012 – August 14, 2015

Mr. David de Launay
Deputy Minister
Ministry of Northern Development and Mines
Toronto
March 11, 2015 – March 10, 2018

Mr. Peter C. Fullerton
Finance and Audit Industry Representative
North York
March 23, 2011 – March 22, 2017

Mr. William Knowlton
Vice President
Jonview Canada
Toronto
October 25, 2012 – October 24, 2015

Ms. Leslie Krueger
Senior Vice President, Strategy and Media
Denneboom Inc.
Mississauga
August 29, 2012 – August 28, 2015

Mr. David Kuo
Head of Branch Network – Ontario
HSBC Bank Canada
Toronto
October 20, 2010 – October 19, 2016

Mr. Allan Luby
President, Captain
Lake Navigation (Kenora) Ltd.
Kenora
July 30, 2007 – June 26, 2016

Mr. Chisanga Puta-Chekwe
Deputy Minister
Ministry of Citizenship and Immigration
Toronto
March 2, 2011 – March 11, 2015

Mr. Jack Robinson
Chief Executive Officer
CN Tower
Toronto
July 18, 2012 – July 17, 2014

Ms. Grace Sammut
Executive Director
Resorts of Ontario
Orillia
August 7, 2013 – August 6, 2016

Mr. Leslie Smith
Executive Director
Smart Serve Ontario
Toronto
January 9, 2013 – January 8, 2017

Mr. Gregory Treffry
Vice President, Partner Development
Shaw Media
Toronto
February 9, 2011 – February 8, 2017

Board Chair History

Ms. Jean Lam (1999 – 2000)

Mr. Alan Dare (2000 – 2001)

Mr. John Williams (2001 – 2003)

Ms. Anne Marshall (2003 – 2005)

Mr. William M. Duron (2005 – 2010)

Mr. Antoni Cimolino (2010 – 2014)

Mr. Jim Marchbank (2014 – Present)

President and CEOs History

Eugene Zakreski (2001 – 2002)

Ian Klugman (2002)

William Kenny (Acting)
(2002 – 2004)

Sandra McInnis (2004 – 2006)

Robin Garrett (2006 – 2011)

Ronald Holgerson (2011 – Present)

Northern Tourism Marketing Committee

Carol Caputo, Chair
Executive Director
Algoma Kinniwabi Travel Association

David MacLachlan
Owner
North to Adventure

Kathy Ball
Funding & Sponsorship Coordinator, Waterfront Development
City of Thunder Bay

Jose Garcia
Owner
Southbay Gallery & Guesthouse

Marg Watson
Owner
Sudbury Aviation

Brad Greaves
Owner
Ignace Outpost

Andrew Ryeland
President
Bear Claw Tours

Adam Wilcox
Director, Business Development
Porter Airlines Inc.

Eric Brown
General Manger
Totem Resorts, Sioux Narrows

Meredith Armstrong
Manager of Tourism and Culture
City of Greater Sudbury

Bill Chambers
Owner
Pine Grove Resort Cottages

Ian McMillan
Executive Director
Tourism Sault Ste. Marie

Kory Morabito
Sales Manager
Prince Arthur Waterfront Hotel and Suites

Marty Kalagian
President
Tourism Northern Ontario

Allan Luby
Board Director Representative
President, Captain
Lake Navigation (Kenora) Ltd.

Jim Marchbank
Board Director Representative
Tourism Industry Representative

ADVISORY COMMITTEES

Regional Tourism Organization Advisory Committee

Karen Squires, Chair
Vice President of Marketing
Ottawa Tourism
RTO 10

Donna McLeod, Vice-Chair
Executive Director
Northeastern Ontario
RTO 13A

Jen Moore
Marketing Manager
Southwest Ontario Tourism Corp.
RTO 1

Jody Larose
Executive Director
Tourism Partnership of Niagara
RTO 2

Maria Fortunato
Executive Director
Hamilton Halton Brant RTO
RTO 3

David Peacock
Executive Director
Regional Tourism Organization 4 Inc.
RTO 4

Joel Peters
Chief Marketing Officer & Senior Vice President
Tourism Toronto
RTO 5

Andrew Weir
Executive Vice President
Tourism Toronto
RTO 5

Chuck Thibeault
Executive Director
RTO 6 – Central Counties
RTO 6

Bill Sullivan
Executive Director
RTO 7 – Bruce Grey Simcoe
RTO 7

Karen Theriault
Executive Director
RTO 8 – Kawarthas Northumberland
RTO 8

Brenda Wood
Executive Director
RTO 8 – Kawarthas Northumberland
RTO 8

Krista Doyle
Marketing & Communications Coordinator
RTO 9 – The Great Waterway
RTO 9

Tom Price
Executive Director
RTO 9 – The Great Waterway
RTO 9

Nicole Whiting
Executive Director
Ontario's Highlands Tourism Organization
RTO 11

James Murphy
General Manager
Explorers' Edge
RTO 12

Ian McMillan
Executive Director, Tourism Sault Ste. Marie
Sault Ste. Marie Economic Development Corp.
RTO 13B

Paul Pepe
Manager
Tourism Thunder Bay
RTO 13C

Patrice Basille
Board Director Representative
Executive Vice President & General Manager
Brookstreet Hotel Corp.

Sector Advisory Committee

Brenda Branch, Chair
Marketing & Promotions Officer
Hamilton Civic Museums, Planning and Economic Development Department
City of Hamilton

Gary Masters, Vice-Chair
Executive Director
Festivals and Events Ontario

Michele Bosc
Director of Marketing
Château des Charmes Wines

Rick Naylor
President
Accucom Corporate Communications Inc.

Anita Gaffney
Administrative Director
Stratford Shakespeare Festival

Bryan Mercer
Director, Marketing
St. Lawrence Parks Commission

Betty McGie
CEO
Watson's Algoma Vacations & Watson's Skyways Ltd.

Jill Quast
Owner-Operator
Happy Days Houseboats

Lisa Tompkins
Director Marketing and Communications
CN Tower

Scott Davidson
National Historic Site and Visitor Experience Manager
Bethune Memorial House, Parks Canada

Rebecca LeHeup
Executive Director
Ontario Culinary Tourism Alliance

Louise Lacroix
Executive Director
Direction Ontario

Gordon Orr
CEO
Tourism Windsor Essex Pelee Island

Anna Pierce
Vice President
Niagara Helicopters

Beth Potter
President & CEO
Tourism Industry Association of Ontario

Harry Patel
Director of Operations
Northampton Group Inc.

Gloria Loree
Executive Director, Global Marketing
Canadian Tourism Commission

Troy Young
Executive Director
Attractions Ontario

Kathi Nichols
Executive Director
Ontario's Finest Hotels, Inns and Spas

James Marchbank
Board Director Representative
Tourism Industry Representative

Marketing Metrics Committee

Dr. Marion Joppe, Chair
Research Chair, Tourism
School of Hospitality and Tourism Management
University of Guelph

Dr. Alan Middleton
Executive Director
Schulich Executive Education Centre
Assistant Professor of Marketing, Schulich School of Business
York University

Andrew Weir
Executive Vice President
Tourism Toronto

Michael Sullivan
Partner
The Strategic Counsel

Lee Zhang
Director
Interkom Inc.

Matt Kelly
Managing Partner
Level5 Strategy Group

Alex Athanassakos
Team Leader, Tourism Policy and Research
Ministry of Tourism, Culture and Sport

Allan Luby
Board Director Representative
President, Captain
Lake Navigation (Kenora) Ltd.

2014–2017 STRATEGIC PLAN

The four strategic pillars are:

BUILD AND DELIVER THE CASE FOR INVESTMENT

- Champion the economic value and impact of tourism industry sectors
- Create and support inter-ministerial synergies
- Generate an effective communications strategy that celebrates the tangible benefits of investing in building the Ontario tourism brand
- Enhance links to and relationships with business industry leaders (e.g. Chambers of Commerce)

BUILD A POWERFUL BRAND THAT DRIVES RESULTS

- Create and effectively execute the big brand idea – an emotional campaign to drive tourism visits and spend aligned to the brand strategy
- Focus on key target markets and their audiences using OTMPC marketing insights
- Encourage the tourism industry to develop content/ packages to attract the international market – 'Ontario Signature Experiences'
- Identify and measure against key performance indicators

EMBRACE ORGANIZATIONAL INNOVATION AND EFFECTIVENESS

Board

- Actively participate to strengthen strategic relationships that champion and promote tourism's value and economic impact

Committees

- Inform and advise on tourism's value to the economy

OTMPC

- Foster a culture of leadership, passion and accountability
- Encourage and reward fact-based decision making
- Operate with an investment mindset
- Be forward looking and find new and innovative products

DEVELOP AND EXECUTE AN EFFECTIVE PARTNERSHIP STRATEGY

- Maximize stakeholder investment in OTMPC marketing programs
- Champion the Ontario brand to partners to adopt into their campaigns
- Secure new external and private sector partners to participate in OTMPC programs
- Measure and track brand alignment and partner investments

LINKS TO MINISTRY PRIORITIES

OTMPC worked with the Ministry of Tourism, Culture and Sport to support and undertake marketing activities that are joint priorities of the Ministry and OTMPC.

Tourism and Cultural Agency Promotion

OTMPC worked with the Government of Ontario's tourism and cultural agencies and attractions to promote Ontario's cultural and tourism assets, including St. Lawrence Parks Commission, Ontario Heritage Trust, Ontario Media Development Corporation, Fort William Historical Park and Sainte-Marie among the Hurons.

2014 World Pride

OTMPC developed a marketing strategy in partnership with Travel Gay Canada, Tourism Toronto and the CTC to promote 2014 World Pride and encourage travellers to visit Ontario for this event. OTMPC also partnered on several media tours and a consumer publication to promote Ontario as a gay-friendly destination. World Pride organizers reported that the number of festival attendees increased from 1.2 million in 2013 to 2 million in 2014.

TORONTO 2015 Pan Am/Parapan Am Games

OTMPC worked in collaboration with the Toronto 2015 Games Organizing Committee (TO2015), the CTC, the ministry's Investment Development Office, Pan/Parapan Am Games Secretariat and several RTOs (Niagara, Hamilton Halton Brant, Greater Toronto Area (GTA), York, Durham and Hills of Headwaters, Bruce Grey Simcoe, Haliburton Highlands to the Ottawa Valley) on a tourism marketing strategy to leverage the 2015 Games.

OTMPC undertook a marketing campaign, 'Epic Is ON,' to build awareness of the Games and to drive tourist visitation and increased spending.

International events like the Games are important to the tourism industry. The industry will leverage the Games to draw more travellers to tourism activities and experiences in Ontario beyond the Games itself.

OTMPC's Consumer Insight Research identified sports enthusiasts as a key consumer segment who are motivated to travel based on sport and will enhance their trip with additional tourism experiences. Attracting sports enthusiasts whose households spend annually over $4,000 on pleasure travel (the average among Ontario travellers) is an important part of the province's tourism industry.

150th Anniversary of Canada's Confederation (2017)

OTMPC is preparing to celebrate the 150th anniversary of Canada as a nation and Ontario as a province.

Live Music Strategy

OTMPC supported the ministry's strategy to strengthen Ontario's position as a global leader for live music. Ontario's live music scene is promoted in marketing publications and on ontariotravel.net.

BUILD AND DELIVER THE CASE FOR INVESTMENT

OTMPC, with a 2014–15 base allocation of $39.87 million, promoted Ontario as preferred global travel destination to consumers on four continents; priority countries included the U.K., Germany and France in Europe, Canada, the U.S., Mexico and Brazil in the Americas, and China, Japan, South Korea and India in Asia.

As a public/private partnership, OTMPC collaborated with industry partners to develop and deliver integrated evidence/research-driven marketing programs.

OTMPC provided a full range of services including targeted marketing campaigns, media relations, market education seminars, trade operator partnerships, advertising and funding opportunities, consumer information services, two partnership grant programs and consumer insights from market research.

Partnering with Government Agencies

OTMPC continued to promote heritage, culture and tourism agencies and attractions in various ways, including a *Fun Pass* coupon book distributed to elementary school children. Additionally, eight Ontario government agencies partnered with OTMPC with purchased advertising in the 2014–15 OTMPC publications including the Niagara Parks Commission, Fort William Historical Park, Royal Ontario Museum and the Ontario Science Centre.

OTMPC continued to develop its Aboriginal Tourism Marketing Strategy while also collaborating with the ministry's Culture Division on Ontario's Live Music Strategy.

OTMPC Board of Directors

Throughout the year, Board members attended various events including inter-provincial, national and international meetings representing OTMPC and the Ontario tourism industry. Events included the Ontario Tourism Summit, Rendez-vous Canada, CTC meetings, and provincial marketing organization

meetings. As well, the OTMPC's Board of Directors agreed to measure and report on Board attendance performance, achieving an average 2014–15 Board meeting attendance of 87 per cent. Two of the Advisory Committee Chairs, Karen Squires and Carol Caputo, also attended the March Board meeting to provide committee updates and feedback to the Board. Committee Chairs, on a rotating basis, will attend future Board meetings to ensure on-going communication and dialogue between the Board and committees.

BUILD A POWERFUL BRAND THAT DRIVES RESULTS

Marketing

In 2014–15, OTMPC continued to focus on its three-tier market prioritization strategy. Tier 1 markets were targeted through OTMPC brand advertising, travel trade and media relations, including: Ontario, Quebec, the U.S. (New York, Michigan, Pennsylvania) and China. Tier 2 markets were targeted through OTMPC-CTC partnerships, travel trade and media relations, including the U.K., Japan, Germany, Brazil, France and India. Tier 3 markets were targeted through media relations, including South Korea, Mexico and the rest of Canada.

BRAND MANAGEMENT AND CONSUMER MARKETING

Best of Ontario

The annual Best of Ontario 2014 spring/summer campaign inspired the domestic and U.S. markets to spend their summer holidays enjoying the absolute best that Ontario has to offer. Awareness was created using online ads and strong messaging using all platforms including email, social media, and the mobile app. The online ads were highly successful in driving traffic to the consumer website. The online ads achieved a click through rate (CTR) of 0.11 per cent domestically and 0.10 per cent CTR in the U.S., both being above the 0.08 per cent CTR benchmark. *The Annual Best of Ontario* magazine, as well as the social media and website initiatives, all strengthened imagery perceptions and emotional associations to Ontario both in the targeted U.S. markets and domestically. Approximately 2.5 million publications were distributed across Ontario (361,500), Quebec (400,000) and the U.S. (1.7M).

Local Insider

The Local Insider campaign generated interest and encouraged both Ontarians and American neighbours to explore Ontario through a 'beyond the guidebooks' reveal of the province's hidden gems. The digital strategy included search engine marketing (SEM), awareness and social ads, emails, a mobile version of the magazine on the Ontario Travel app, and continuous engagement on social media. The digital campaign exceeded expectations, with online ads averaging a CTR of 0.20 per cent which is more than double the benchmark CTR of 0.08 per cent. The media strategy for the Local Insider campaign consisted of segments on Canada AM, etalk, New York Live and the Amazing Race Canada, as well as an ad in *The New Yorker* magazine. The combined number of impressions for all the paid media efforts was close to 40 million impressions across Ontario and New York. Approximately 1.2 million publications were distributed across Ontario (364,000) and the U.S. (799,874).

Holiday Campaign

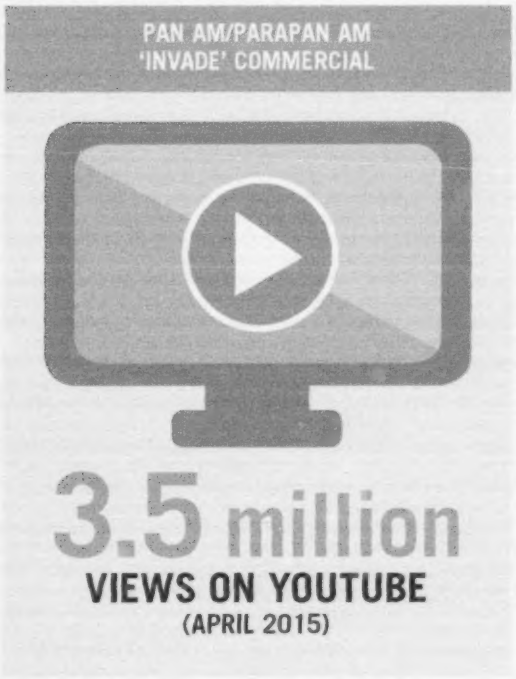
The 'Give the Gift of Ontario' holiday campaign aimed to cut through the clutter during the holiday season with a fun and unexpected campaign. The campaign positioned Ontario as an exciting and festive destination for the winter and the holidays, and inspired the target audience to explore the province with friends and family by providing Ontario 'gift' ideas. On the digital side, email and online ads were used to drive traffic to ontariotravel.net via direct messaging on a variety of platforms. All digital ads delivered results well above industry benchmark. The SEM campaign had a benchmark CTR set at 0.08 per cent, but achieved a 0.69 per cent CTR, which was the highest click through rate from the past eight years. Finally, OTMPC partnered with Bell Media for a holiday sponsorship on MasterChef Canada. This paid media effort drove awareness with a video and an online ad created by Bell Media. Approximately 540,000 publication pieces with Ontario 'gift' ideas were distributed across the province.

Tourism Week

Tourism Week (May 29th–June 6th) consisted of several regional launches including Barrie (May 29th), St. Catharines (May 30th), Windsor (June 3rd), and Sault Ste. Marie (June 5th), as well as open houses at other OTICs across the province. CHAY 93.1 broadcast its live morning show from the Barrie OTIC, and all Tourism Week events consisted of a marketplace where tourism operators from that region highlighted local tourism attractions and establishments and gave out prizes to participants. Finally, the annual Ontario Tourism Day celebration was held on June 6th at Toronto's Yonge/Dundas Square. The event kept with 'The Best of Ontario' campaign theme and included stage performances, tourism activities, and live media coverage on City TV's Breakfast Television, CTV's News at Noon and evening broadcasts on Global and City TV. A signature feature at the event was a zipline provided by the Blue Mountain Village Association.

Pan Am/Parapan Am 'Epic Is ON' Campaign

A particular highlight of the year was the incredible success of the Pan Am 'Invade' commercial. The ad was the first major marketing element of the 'Epic Is ON' campaign and showcased the intensity of athletes 'invading' Ontario generating hype and buzz about the upcoming games. Approximately 150 amateur athletes were used in the production. Posted on YouTube in late September, the ad went viral, becoming one of the top 10 trending videos on YouTube for the week of October 3rd, 2014. The video reached 186,000 organic views (as of March 2015), which is an astounding number considering the highest number of organic views on any previous OTMPC video was only 4,000. As of April 2015, 'Invade' had accumulated over 3.5 million views on YouTube. This campaign was so successful that OTMPC was the subject of a Google Brand Recall Study which revealed that the 'Invade' ad achieved a brand recall of 88 per cent, well above the typical average being between 20–40 per cent. In spring 2015, the ad received top honours winning five Bessies Awards for top television advertising in Canada.



Fun Pass

The *Fun Pass* is a collaboration between OTMPC and government agencies and attractions. In 2014, the *Fun Pass* was distributed to approximately 1.5 million school aged children (4–14 years) in Ontario via school boards in print and online in June. The *Fun Pass* provides one free child's general admission with a paying adult to 18 Ontario government tourism and culture attractions, plus a discount for a daily vehicle permit at over 300 Ontario Parks. The coupon offers are valid through the summer, to end of October.

INTERNATIONAL MARKETING

China Microfilm Campaign

A microfilm (a short-length film, that is popular in China) and an integrated marketing campaign entitled 'Let Your Soul Be Touched' was launched in China and leveraged social media potential through the new China-based website, www.ontariotravel.cn. The campaign was focused around the production of the 48-minute microfilm entitled, *Mission Ontario*, which was nominated as one of five films out of 4,000 for 'Best Production' at the 2nd International China Microfilm Festival. The storyline featured Ottawa, Toronto, Niagara Falls, Ontario's outdoors, and Aboriginal culture, all of which research identified as interesting and enticing for Chinese consumers. The microfilm has been broadcast on over 500 TV channels, 18 digital online portals and has generated Advertising Value Equivalency (AVE) of $20.2 million.

OTMPC secured founding partners Tourism Toronto and Ottawa Tourism, and negotiated the support of the CTC, the Niagara Parks Commission, Air Canada, Yorkdale Shopping Centre and other tourism partners.

In April 2014, OTMPC formally launched the 'Let Your Soul Be Touched' campaign in Beijing at a celebratory reception and screening event for 110 travel trade media representatives. The imaginative 'Let Your Soul Be Touched' key visual elements were derived from the microfilm, with an interactive website, tablet and smartphone platforms to personalize consumer engagement that was shared through social media

platforms and a follow-up media familiarization trip with Huang Xuan, the star of the microfilm and who has wide recognition with 2.3 million followers on Weibo, a social media site in China.

Campaign results generated a positive response of 257,000 visits to the website, with 15,000 leads to travel trade partners and a 60 per cent increase in social media followers. This generated 6,600 room nights in Ontario and the microfilm continues to generate awareness of Ontario as a destination.

U.K. Campaign

OTMPC launched its 2014 U.K. campaign with a new approach in partnership with Ottawa Tourism and the CTC. It focused on an out-of-home, visually-dominating campaign at Euston subway station in London, highlighting 'Six Unforgettable Days in Ontario.' The integrated campaign also featured online, print, video, search, database and social media marketing. The campaign generated more than 90,000 clicks to OTMPC's website which ultimately resulted in a sales increase of 21–40 per cent for tour operators.

Outdoor Adventure

In partnership with Tourism Northern Ontario, OTMPC launched its U.K. Outdoor Adventure marketing campaign by engaging the media power of Ray Mears as the official spokesperson. Renowned bush craft expert and wildly popular British TV personality, Mears reaches a significant audience. The campaign is a comprehensive multi-channel promotion reaching over six million consumers through e-newsletters, adventure travel magazines, consumer shows, retail partnerships with non-travel companies and a Ray Mears-hosted media trip.

International Marketing Videos

More than 8.35 million consumers viewed OTMPC's international videos with 146,000 visiting the website for more information.

Travel Trade

OTMPC created an opportunity for Ontario suppliers to take their product to market through seven sales missions to the U.K., Japan, China, New York (city and state), Boston and Quebec. Throughout the year, OTMPC trained more than 5,400 travel trade on Ontario's key experiences. In partnership with Ontario suppliers, the province was showcased to 143 travel trade on familiarization trips.

Media Relations

As a result of hosting and influencing 566 broadcast, print, online and social media influencers, OTMPC's far-reaching media relations program generated $85.2 million in AVE. Domestically the partnership with Bell Media through media relations and paid media on Canada AM, etalk and The Amazing Race Canada resulted in Ontario locations being showcased to a total audience of 15 million viewers. In the U.S., five Ontario vignettes were viewed by 17.8 million on USAToday.com and MSN.com. Korea's Next Top Model filmed two 60-minute episodes in Ontario resulting in 1.1 million viewers per episode and an AVE of $2 million. OTMPC's first Instagrammer road trip was a success with new Ontario images generating 951,000 likes.

Ontario Signature Experiences Program

During winter of 2014, OTMPC launched the first application process to collect new Signature Experiences for the Ontario program. The process resulted in over 100 applications and the subsequent evaluation process deemed 29 Ontario tourism operators qualified to be an Ontario Signature Experience. The 29 new experiences were announced at the Ontario Tourism Summit in Blue Mountain in November 2014. The 29 new experiences plus the 30 original Ontario/Canada Signature Experiences were included in a free-standing insert published in March 2015 to promote all 59 experiences, with a focus on international tour operators at Rendez-vous Canada in May 2015.

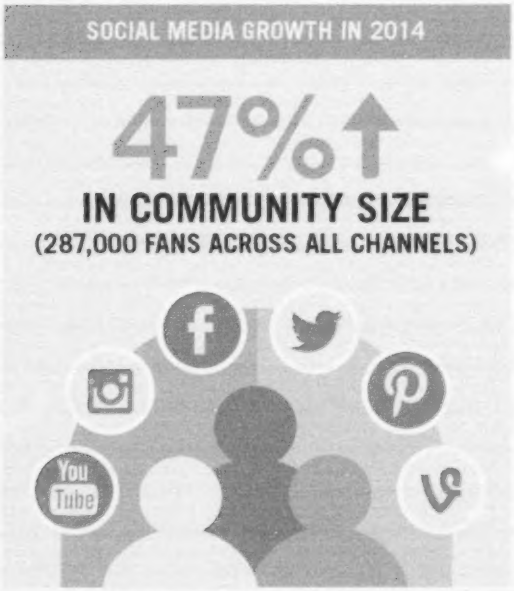
Digital Marketing

Consumers around the world are increasingly using digital channels (i.e., websites, search engines, e-mail, social networks and mobile) to help them with tourism planning and to make travel purchase decisions. The current TCIS consists of: websites in multi-languages; a contact centre that responds to over 80,000 inquiries each year through phone, email and online chat; a distribution service for Ontario brochures, magazines and maps; and a consumer database that allows OTMPC to stay in touch with 250,000 potential travellers. In 2012, OTMPC received approval to update and redevelop TCIS to better meet evolving consumer expectations. In fall of 2014, this multi-year redevelopment of the TCIS completed release two (of four) of the new system, on-schedule and on-budget, resulting in the launch of a completely redesigned consumer website including Brazil, India and Mexico language sites.

Social Media

OTMPC is active on Facebook, Twitter, Instagram, YouTube, Pinterest and Vine. Even with aggressive goals set for community growth and engagement, social media experienced a very successful year. For community growth across all social networks, OTMPC exceeded its goal of reaching a community of 270,000 total fans, achieving 103 per cent of that goal with 287,000 fans for a 47 per cent increase in community

size over the previous year. Instagram emerged as the top channel in part due to the successful Ontario 1X1 Influencer program in partnership with the CTC. Photos of Ontario posted by the influencers from their time in Ontario received over one million total likes.



Market Research

OTMPC worked throughout the year to provide tourism research, market intelligence and consumer behaviour analysis that assists tourism businesses and operators to make informed business decisions. Tracking research from marketing campaigns was conducted and results will be evaluated for ongoing planning of activities and programs.

Awards

Each year, OTMPC presents the Ontario Tourism Marketing Awards of Excellence and Travel Journalism Awards of Excellence. Submissions from industry are accepted and reviewed by a panel of third-party industry professionals for each award category. The 2014 winners were:

Tourism Marketing Awards of Excellence
Tourism Printed Collateral Material Award – Tourism Toronto
Tourism Interactive Marketing Award – CN Tower Tourism
Marketing Partnership Award – Ontario Parks
Tourism Advertising Award – 1000 Islands

Accommodations Partners
Tourism Marketing Initiative Under $25,000 – RTO8 – Kawarthas Northumberland and Agency Next Door

Travel Journalism Awards of Excellence
Travel Media Award – Adam Bisby
Travel Photography Award – Peter McNeice
Travel Blog Award – Colin Field

OTMPC would also like to congratulate the 2014 winners of the Tourism Industry Awards of Excellence (presented by the Tourism Industry Association of Ontario (TIAO)) and the Ontario Culinary Tourism Awards of Excellence (presented by the Ontario Culinary Tourism Alliance).

Tourism Industry Awards of Excellence
Tourism Event of the Year – 2013 International Children's Games (City of Windsor)
Sustainable Tourism Award – Metro Toronto Convention Centre
Lifetime Achievement Award – W.R. (Bill) Allen
Accessible Tourism Award – Easter Seals Canada
Volunteer of the Year – Narine Dat Sookram
Tourism Innovator of the Year – Ripley's Aquarium of Canada (large business category)
Elgin Military Museum (small business category)

Culinary Tourism Awards of Excellence
Tourism Leadership Award – The Apple Pie Trail
Tourism Event of the Year – The CK Table
Tourism Experience Award – Savour Toronto

DEVELOP AND EXECUTE AN EFFECTIVE PARTNERSHIP STRATEGY

Industry Relations

In 2014, staff developed a new Partnership Strategy to secure new external and private sector partners to participate in OTMPC programs. Partnerships were initiated or forged with businesses from a variety of sectors including accommodations, transportation, attractions, festivals, wine and culinary, food services, sports, aerospace and shopping sectors with increased emphasis on accommodations and transportation partners.

OTMPC staff implemented eight Consumer Insight Research workshops reaching 150 industry stakeholders to encourage alignment with the Ontario brand and assist industry partners with better targeting future tourism marketing campaigns.

In addition, over 400 partner travel packages were uploaded to www.ontariotravel.net to support OTMPC's themed and avid campaigns.

Northern Ontario Campaigns

In collaboration with Tourism Northern Ontario (RTO 13) and Explorers' Edge (RTO12), the Northern Team led the development of *Explore the Possibilities*, a Northern magazine as part of the OTMPC publication strategy. A total of 810,000 copies of this magazine featuring avid and regional experiences in Northern Ontario were distributed throughout Ontario (484,000 copies) and the near-border U.S. markets (323,800 copies). Four unique covers were used to target specific audiences, especially at trade and consumer shows.

Ontario's outdoor experiences were actively marketed to engaged and avid consumers in Ontario, the U.S. and Europe through the OTMPC angling, hunting, powersports, and nature and adventure programs.

The Go Fish in Ontario angling program continued to build on successful partnerships with leading celebrity anglers generating over 84 TV and radio shows featuring Ontario lodges and resorts. The program targeted the key market of Pennsylvania with a signature partnership with the National Hockey League's Philadelphia Flyers on 'Ontario Night.' The program also targeted the U.K. market for carp enthusiasts and is currently developing a program for other target species in 2015/16.

In partnership with the U.K. marketing program, the nature and adventure program engaged U.K. outdoor celebrity Ray Mears to promote Ontario's wilderness experiences in Northwest Ontario for the Ontario and U.K. markets. The program featured a contest to win a trip with Ray Mears in Wabakimi Provincial Park in Northwest Ontario. Contest entries reached over 26,000 from the U.K. and over 11,000 from North America. Additionally, Ray Mears is featured in a documentary about Northern Ontario in the Real Paddling Film Festival.

The Go Ride in Ontario powersports touring program which represents motorcycle, snowmobile, ATV and boating, concluded a successful media relations/online campaign with 'The Planet D' travel bloggers. The program culminated with a 10-day motorcycle ride around Lake Superior, which Deb and Dave of 'The Planet D' actively promoted to their social audience.

OTMPC Northern Partnerships worked in collaboration with Tourism Northern Ontario to continue to implement the direction of the Northern Tourism Marketing Strategy. This collaboration is highlighted by OTMPC's financial and content investment in the northern portal (www.northernontario.travel) which achieved visitation of 942,000 and 259,000 outbound clicks to partners relying only on organic searches.

The Northern Committee, together with OTMPC staff, developed and received Board approval for defined criteria for funding Northern Partnership initiatives. The criteria was implemented during 2014–15 and provided $137,000 of support leveraging overall investment of $376,000 to the following programs:

- Tourism Sault Ste. Marie's 2015 Big Snow Campaign
- Science North's 2015 March Break Campaign
- Algoma Kinniwabi Travel Association Fly Fishing Program
- Municipality of Wawa Snowmobile Program

TEMP & TIPP

In 2014–15, TEMP supported 142 festivals and events, generating six million tourism visits. TEMP helped promote attendance and encourage more visitors to stay overnight. On average, tourism visitors stay two days, making a significant contribution to local economies. Event organizers reported selling over 50,000 overnight packages through TEMP-supported marketing efforts.

Through TIPP, OTMPC supported 11 industry campaigns, representing more than 33 industry stakeholders, marketing in key out-of-province, North American markets to entice consumers to visit Ontario destinations such as 1000 Islands, Stratford, Toronto and Niagara-on-the-Lake. The program requires a partnership of three or more entities and will fund to a maximum of $200,000 with OTMPC's contribution not exceeding 40 per cent of the out-of-province marketing costs. OTMPC provided almost $1.0 million in funding to these campaigns, resulting in over 10,500 overnight Ontario packages sold, with an average length of stay at least two days. This support also helped attract over

1.9 million visitors to these regions and over $89 million in expenditures.

Through TIPP, OTMPC continued its partnership with a business consortium comprised of Air Canada, Tourism Toronto, Greater Toronto Airport Authority and the Tourism Partnership of Niagara to target U.S. consumers. This program generated over 25,225 airline tickets.

OTMPC also partnered with Festivals and Events Ontario to produce more than 250,000 copies of the 2014–15 *Festivals and Events in Ontario* guide, with Attractions Ontario to produce and distribute more than 800,000 copies of the 2014 *Attractions Ontario Passport* magazine and coupon book, and with Resorts of Ontario for print ads in daily publications and digital advertising. OTMPC also assisted TIAO in organizing the 2014 Ontario Tourism Summit in Blue Mountain in November 2014.

Ontario Travel Information Centres

2014 was a very successful and productive year for the 11 OTICs and their outreach programs.

A new state-of-the-art centre opened at Toronto's Union Station combining technology with the personal touch, featuring an open concept, touch screen technology, Wi-Fi, and digital screens to engage visitors/travellers, and better promote travel within Ontario.

The OTICs welcomed 959,000 visitors, an overall increase of 6.8 per cent over the same period in 2013–14. The OTICs also generated a total of $722,000 in revenue and facilitated hotel reservations in the amount of $486,000 resulting in approximately 2,000 room nights.

Strong industry stakeholder partnerships continued to be a focus, with over 38,500 engagements with stakeholders such as operators, DMOs and RTOs.

The OTIC-specific social media and media relations program activities achieved a value impact of:

- 67,405 – free air time minutes;
- 36,367 – total broadcasts;
- 43,589 – electronic reports distributed;
- 444 – FTP (file transfer protocol) site postings; and
- 256,870 – Twitter views.

In October 2014, the OTICs hosted the Annual Travel Information Services Conference designed as a training opportunity to enhance tourism welcome services. The conference brought together, for the irst time representatives from across Canada, attracting 125 tourism industry partners, 11 national delegates and 34 staff.

Tourism Week in Ontario 2014 generated significant interest and participation by industry partners and media with regional launches held at the Barrie, St. Catharines, Windsor and Sault Ste. Marie OTICs.

PAN AM VISITOR ENGAGEMENT

Ontario's Celebration Zone

In October 2014, OTMPC was charged with the responsibility to develop and deliver Ontario's Celebration Zone (OCZ) during the TORONTO 2015 Pan Am/Parapan Am Games at Toronto's Harbourfront Centre. In developing OCZ, OTMPC engaged with a broad range of Ontario tourism, culture, business and community organizations to showcase Ontario as a premier tourism destination, build pride in Ontario and position the province as a leader in creativity, diversity, accessibility and inclusion.

More than 1,500 organizations across the province and across various sectors were invited to submit expressions of interest to participate in Ontario's Celebration Zone. There was a robust response, recognizing OCZ as a unique, high-profile vehicle to promote Ontario's innovation and success stories.

OCZ will be open to the public and offer free entertainment, programs and activities during the Games from July 10 to August 16, 2015. Programming will be experiential and interactive, including live music, cultural and community showcases, innovative technologies, culinary features, and outdoor adventures.

OTMPC negotiated a lease agreement with Harbourfront Centre to locate OCZ at this prime waterfront tourist destination. OTMPC also conducted a competitive procurement to secure a supplier to design, develop, program and operate OCZ. The contract was awarded to EllisDon Corporation, leading a consortium of companies (Hariri Pontarini Architects, Lord Cultural Resources, Astound Group, Parléview Ltd. and Infinite Stage Design) with the specialized skills and expertise to deliver an exceptional visitor experience. OTMPC worked closely with the supplier to develop detailed project, site and programming plans to ensure OCZ will be 38 days of the 'Best of Ontario.'

Initial marketing efforts to promote OCZ leveraged the success of the 'Epic Is ON' marketing campaign to create excitement and build momentum. OTMPC also worked closely with TO2015 and other partners to take an integrated approach to marketing all the great celebrations being planned across the Games' footprint.

EMBRACE ORGANIZATIONAL INNOVATION AND EFFECTIVENESS

The OTMPC Board of Directors meets four times a year to provide advice, strategic direction and oversight related to agency activities. The Board meeting cycle highlights the following at each meeting: February – Marketing Strategy, June – Audit and Annual Report, September – Industry Update, and December – Business Plan and Budget.

The Board members represented OTMPC at industry events to demonstrate member support for the Ontario tourism industry while championing tourism's importance to the Ontario economy. OTMPC's senior management team and staff continued to build government and industry links and develop partnerships to strengthen relationships.

CORPORATE SERVICES

OTMPC Corporate Services continued to provide quality oversight of the agency's financial, IT and human resources services.

Organizational Renewal

In 2014–15, OTMPC's organization renewal efforts continued at a steady pace with the June 2014 completion of updated job descriptions and recruitment efforts to fill vacancies created by retired/departing staff.

Learning and Training Plan

A detailed two-year Learning and Training Plan was developed by Corporate Services Human Resources in response to feedback from 2014 OPS Employee Engagement Survey, President's Counsel and individual Performance Development and Learning Plans. Sessions on health and wellness, process mapping, effective speaking/presentation skills, enhancing performance and talent and procurement/contract management were offered and were well attended and received.

Excellence Canada

As part of the Level 2 Organizational Quality Certification process, Corporate Services worked with Excellence Canada to develop process maps in five key program areas – TEMP and TIPP grants management, sales, travel trade-joint marketing agreements, familiarization tours, and procurement and contract management.

Audit

Audits of procurement, contract management and travel, meal & hospitality expenses practices were completed by the Ontario Internal Audit Division of Treasury Board Secretariat, working closely with OTMPC Corporate Services.

Health and Safety

Significant improvements were made on the Health and Safety front to ensure facilities, IT/communication services met health and safety needs of all staff, including the new Pan Am Visitor Engagement team. For example, over 250 internal requests were made to create/modify IT and communications services, over a dozen renovation/repair/electrical projects took place, and improved security measures at the entry/exit points were implemented.

PRESIDENT'S OFFICE

President's Counsel on Innovation and Creativity

A 'President's Counsel on Innovation and Creativity' continued to meet and develop plans to encourage innovation and creativity within OTMPC's organizational culture. Though originally the committee met quarterly, for fiscal 2014–15 the committee decided to meet monthly. Members include the CEO and staff volunteers from all program areas of OTMPC.

Team and Staff Meetings

OTMPC regularly held team meetings throughout the year including the Directors' Table, Leadership Committee, regular All-Staff meetings, ongoing team meetings, Health and Safety Committee, Social Committee and an annual Team Meeting with the President.

OTMPC has also implemented enhanced accountability measures related to expenditures and procurement, and invested in learning opportunities and internal activities. OTMPC continued to operate within its employee allocation while accomplishing the organizational culture shift.

Performance Measures

	2013–14 Summer	2014–15 Goal	2014–15 Actual
Brand Health			
Unaided Destination Awareness – Short Trip			
Ontario	57%	55%	54%
Montréal	28%	26%	26%
U.S. – Near markets	19%	17%	13%
U.S. – Mid-market (NYC)	2%	2%	1%
Overall rating of Ontario as a destination (Average Rating)*			
Ontario	8.0	8.0	8.0
Montréal	6.7	6.8	6.8
U.S. – Near markets	7.4	7.4	7.3
U.S. – Mid-market (NYC)	7.2	7.2	7.2
**Scale 1 to 10*			
Marketing Campaign Return on Investment (ROI)			
Ontario	$16.3:1	$12.0:1	TBD
Québec			TBD
U.S. – Near markets		$20.0:1	TBD

	2013–14	2014–15 Goal	2014–15 Total	% Achieved
TCIS				
Website traffic – # of visits	2,795,576	3,000,000	2,795,706	93%
Lead generation – # of clicks off ontariotravel.net and all verticals to industry plus clicks from direct emails and mobile app	799,121	800,000	450,270	56%
Call Centre – # of calls	70,671	77,750	68,286	88%
Live Chat – # of chats	1,755	3,500	10,382	296%
Mobile				
Ontario Travel tablet – folio downloads	N/A	N/A	6,100	N/A
Discover Ontario mobile app – # of downloads	66,310	72,941	29,479	40%
Discover Ontario mobile app – # of event views (incl. Events, attractions, lodging, dining & OTICs)	333,350	366,685	211,916	58%
TOTAL:	399,660	439,626	247,495	56%

DEFINITIONS:

Brand Health

Unaided Destination Awareness – Short Trip (From the Brand and Advertising Tracking Study: When you think of taking a short getaway trip of one to three nights away from home, which destination first comes to mind? Where is this destination located? What other destinations, if any, come to mind for a short getaway trip of one to three nights away from home?)

Destination rating (From the Brand and Advertising Tracking Study: On a scale from 1 to 10, where 10 is excellent and 1 is poor, how would you rate each of the following places as a pleasure travel destination?)

Marketing Campaign Return on Investment (ROI)

ROI Summary (From the Brand and Advertising Tracking Study – Return to Sample: Converted Revenue / Total Campaign Expenditure = ROI)

TCIS

Website Traffic includes: # of visits to main consumer site + verticals + overseas on ontariotravel.net plus external (U.K., Japan and China)
Lead Generation: # of clicks from website to industry partners from main website, verticals, overseas, direct emails and mobile app

Mobile

Discover Ontario downloads: total combined app downloads to iPhone, iPad, Android and BlackBerry devices via the three corresponding app stores

Discover Ontario event view: total overview page views that include event overviews, dining overviews, lodging overviews and OTIC overviews

	2013–14	2014–15 Goal	2014–15 Total	% Achieved
Social Media – Consumer Engagement				
Viewership (Clicks & Views)	102,000	4,000,000	6,033,634	151%
Community Size (New Fans)	87,000	85,000	91,213	107%
Community Engagement (Applause, Amplification, Conversion)	356,000	500,000	656,261	131%
Reach (Impressions)	4,000,000	14,000,000	18,230,730	130%
TOTAL:	4,545,000	18,585,000	25,011,838	242%
Media Relations				
Earned Media/Ad Equivalency – North America	$13.6M	$24.0M	$13.7M	57%
Earned Media/Ad Equivalency – Overseas	$59.7M	$35.8M	$71.6M	200%
TOTAL:	$73.3M	$59.8M	$85.2M	143%
Leisure Travel Trade				
# of Leisure Trade trained – North America	450	500	830	166%
# of Leisure Trade trained – Overseas	2,800	2,775	4,502	162%
TOTAL:	3,250	3,275	5,332	163%
# of New Products developed – North America	15	15	12	80%
# of New Products developed – Overseas	9	12	4	33%
TOTAL:	24	27	16	59%

Industry Partnerships			
	2013–14 Actual	**2014–15 Goal**	**2014–15 Actual**
Cash	$3.7M	$3.5M	$3.0M
Leverage	$11.7M	$8.5M	$11.0M
Leverage in-kind	$2.5M	$4.6M	$2.2M
# of Visitors – OTICs	900K	900K	960K

Operations / Organizational Effectiveness			
	2013–14 Actual	**2014–15 Goal**	**2014–15 Actual**
Industry satisfaction with OTMPC programs and services	6.5/10	Deferred to 2015–16	N/A
Measure degree to which employees feel engaged	Conducted in 2014–15	73.0%	73.2%

Social Media – Consumer Engagement

Consumer engagement is measured by Applause (likes), Amplification (shares), Conversation (comments)

Media Relations

Media relations is measured by ad equivalence at a 1:1 ratio

Leisure Travel Trade

# of Trade Trained: # of tour operators and travel sales agents trained by OTMPC either alone or in conjunction with CTC Specialist Training programs

New Product developed: new additional overnight in Ontario, new itinerary / Fly-Drive or new product is developed

Industry Partnerships

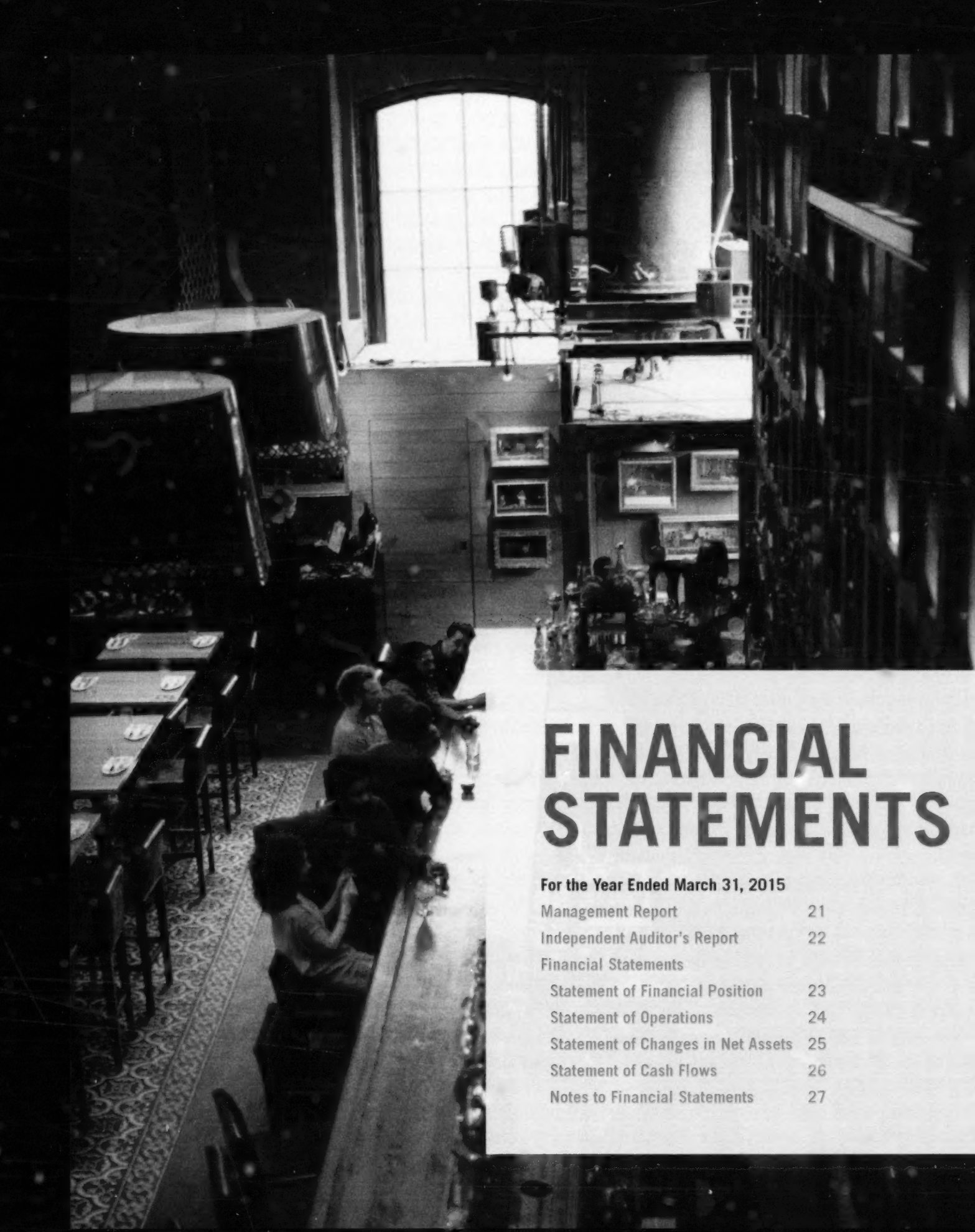
Cash – dollar amount received by OTMPC from a partner for participation in OTMPC delivered programs and advertising sales and revenue sales generated at OTICs

Leverage – dollar amount that OTMPC's investment in a partner's program (private and public) triggers in additional investment
Leverage in-kind – the dollar amount that OTMPC partners contributed to partnerships

Operations/Organizational Effectiveness

Industry satisfaction is measured via an industry survey conducted by a third party research organization.

Employee engagement is measured via an employee survey conducted by a third party research organization.



FINANCIAL STATEMENTS

For the Year Ended March 31, 2015

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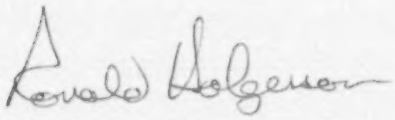
Management Report

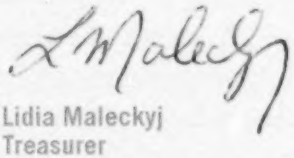
The accompanying financial statements are the responsibility of the management of the Ontario Tourism Marketing Partnership Corporation. The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards. The statements include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

Management maintains a system of internal accounting and administrative control that is designed to provide reasonable assurance the financial information is relevant, reliable and accurate and that the Corporation's assets are properly accounted for and adequately safeguarded.

The financial statements have been audited by BDO Canada LLP, a firm of independent external auditors appointed by the Board of Directors, whose report follows.



Ronald Holgerson
President and CEO
May 26, 2015



Lidia Maleckyj
Treasurer
May 26, 2015

Independent Auditor's Report

To the Board of Directors of
Ontario Tourism Marketing Partnership Corporation

We have audited the accompanying financial statements of Ontario Tourism Marketing Partnership Corporation, which comprise the statement of financial position as at March 31, 2015 and the statement of operations, statement of changes in net assets, and statement of cash flows for the year ended March 31, 2015, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Ontario Tourism Marketing Partnership Corporation as at March 31, 2015, and the results of its operations and its cash flows for the year ended March 31, 2015 in accordance with Canadian Public Sector Accounting Standards.

BDO Canada LLP

Chartered Accountants, Licensed Public Accountants
Mississauga, Ontario
May 26, 2015

Statement of Financial Position

	March 31 2015 ($ 000)	March 31 2014 ($ 000)
ASSETS		
Current		
Cash	**12,230**	10,780
Accounts receivable	**1,432**	1,295
Due from the Province of Ontario	**7,186**	4,224
Prepaid expenses	**17**	38
	20,865	16,337
Capital assets (Note 3)	**5,142**	1,320
	26,007	17,657
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	**7,394**	3,709
Deferred revenue (Note 4)	**5,417**	947
	12,811	4,656
Obligation for employee future benefits	**1,591**	1,876
Deferred capital contributions (Note 5)	**794**	278
	2,385	2,154
	15,196	6,810
Net assets		
Unrestricted fund	**147**	–
Special projects fund (Note 2i)	**6,316**	9,805
Investment in capital assets	**4,348**	1,042
	10,811	10,847
	26,007	17,657

Approved on behalf of the Board:

Peter C. Fullerton
Director

Jim Marchbank
Chair

The accompanying notes are an integral part of these financial statements

Statement of Operations

For the year ended March 31	2015 ($ 000)	2014 ($ 000)
Revenues		
Province of Ontario Grant (Note 6)	**47,479**	44,297
Advertising sales	**2,023**	2,561
Travel Information Centres – Sales and rentals	**706**	697
Interest income	**144**	110
Trade promotions	**128**	108
Amortization of deferred contribution	**241**	274
Marketing research and other revenue	**–**	84
	50,721	48,131
Expenses		
Advertising and marketing	**29,028**	26,488
Partnerships and sales	**624**	851
Travel Information Centres (Note 7)	**5,312**	5,368
Administration (Note 8)	**7,554**	7,062
Tourism Consumer Information System	**3,511**	2,640
Events marketing program	**1,987**	2,018
Research	**742**	667
Amortization of capital assets	**1,130**	1,319
Board and committee expenses (Note 9)	**31**	64
	49,919	46,477
Excess of revenues over expenses	**802**	1,654

The accompanying notes are an integral part of these financial statements

Statement of Changes in Net Assets

	Unrestricted Fund ($ 000)	Special Projects Fund ($ 000)	Investment in Capital Asset ($ 000)	2015 Total ($ 000)	2014 Total ($ 000)
Net assets, beginning of the year	–	9,805	1,042	10,847	10,319
Excess (deficiency) of revenues over expenditures for the year	1,691	–	(889)	802	1,654
Interest income	(144)	144	–	–	73
Reserve for TCIS redevelopment project	(1,400)	1,400	–	–	–
TCIS redevelopment expenses (Note 2i)	–	(838)	–	(838)	(1,199)
Purchase of capital assets, net	–	(4,195)	4,195	–	–
Net assets, end of year	147	6,316	4,348	10,811	10,847

The accompanying notes are an integral part of these financial statements

Statement of Cash Flows

For the year ended March 31	2015 ($ 000)	2014 ($ 000)
OPERATING		
Excess of revenues over expenses	**802**	1,654
Add (less) non-cash items:		
Amortization of deferred capital contributions	**(241)**	(274)
Amortization of capital assets	**1,130**	1,319
Obligation for employee future benefits	**(285)**	66
	1,406	2,765
Interest Income – Special Project Fund	**–**	73
TCIS Redevelopment Expenses – Special Project Fund	**(838)**	(1,199)
Change in non-cash working capital	**5,077**	(4,325)
	5,645	(2,686)
INVESTING		
Sales of short-term investments	**–**	12,000
CAPITAL		
Capital asset additions	**(4,952)**	(603)
Deferred capital contributions	**757**	–
	(4,195)	(603)
Increase in cash during the year	**1,450**	8,711
Cash, beginning of year	**10,780**	2,069
Cash, end of year	**12,230**	10,780

The accompanying notes are an integral part of these financial statements

1. NATURE OF CORPORATION

The Ontario Tourism Marketing Partnership Corporation (OTMPC) was established as a corporation without share capital on November 30, 1998 pursuant to Ontario Regulation 618/98 made under the *Development Corporations Act*. The Regulation was amended by Ontario Regulation 271/04 in September, 2004 to extend the mandate of the Corporation indefinitely. The Corporation commenced active operations on April 1, 1999. The mandate of the Ontario Tourism Marketing Partnership Corporation is:

(a) to market Ontario as a travel destination;

(b) to undertake joint marketing initiatives with the tourism industry;

(c) to support and assist the marketing efforts of the tourism industry; and

(d) in co-operation with the tourism industry, the Government of Ontario, other governments and other agencies of governments, to promote Ontario as a travel destination.

The Corporation enters into agreements with private and public sector partners in order to add value to tourism marketing programs. The Corporation tracks the dollar value (leverage, in-kind) of such agreements to demonstrate the impact of the Corporation's investment on the partnered marketing programs. However, related partner revenues and expenses are not included in the Corporation's financial statements.

The Corporation is a not-for-profit organization, and thus not subject to income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The financial statements are the representations of management and are prepared in accordance with Canadian Public Sector Accounting Standards for Not-for-Profit Organizations including the 4,200 series of standards contained in the Chartered Professional Accountants (CPA) handbook.

(b) Revenue Recognition

The Corporation follows the deferral method of accounting for revenues.

Province of Ontario Grant

The Corporation is funded primarily by the Province of Ontario. Operating grants are recorded as revenue in the period to which they relate. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant is related to a future period, it is deferred and recognized in a subsequent period.

Advertising Sales and Travel Information Centres – Sales and rentals

Revenue from Advertising sales and Travel Information Centres – Sales and rentals is recognized in the period in which the service is provided or the program is run, the amount can be reasonably estimated and collection is reasonably assured.

Interest Income

Interest income is recognized in the period in which it is earned.

Other

Other revenue items are recognized in the period in which they relate, when the amount can be reasonably estimated and collection is reasonably assured.

(c) Partner Support

The Corporation benefits from donated services provided by the tourism industry, such as transportation costs (airline and bus tickets), and accommodation and meal costs (discounted or free hotel rooms and restaurant charges). Because of the difficulty of determining their fair value, donated services are not recognized in the financial statements.

(d) Short-term Investments

Short-term investments held from time to time consist of Guaranteed Investment Certificates with an initial maturity date of more than three months but a maturity date of less than 12 months at the statement of financial position date. At March 31, 2015 there were no short-term investments.

(e) Inventory

Inventory held from time to time is comprised of merchandise available for sale at the Travel Information Centres.

Inventory is stated at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

(f) Capital Assets

All capital assets are recorded at cost. Amortization is provided on a straight-line basis over the estimated useful life of the asset, with half a year amortization taken in the year of acquisition and disposition. All capital assets are amortized over three to five years.

Assets in progress represent assets under construction or development. These assets are not amortized until they are put in use.

(g) Deferred Capital Contributions

Deferred capital contributions represent amounts received from Ministry of Tourism, Culture and Sport to finance the acquisition of capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of operations on the same basis as the amortization of the related assets.

(h) Investment in Capital Assets

Investment in capital assets represents funds provided for capital assets. The financing of investment in capital assets is transferred from operations on an annual basis.

(i) Special Projects Fund

The Board approved the creation of a internally restricted Special Projects Fund to provide for longer term special projects. At this time $6,316,000 (2014 – $9,805,000) is being held for the Tourism Consumer Information System redevelopment project. Work on this project commenced in the summer of 2013 (Note 10a). During the year, the Board approved $838,000 (2014 – $1,199,000) of redevelopment costs to be charged directly to the fund. Interest earned on these funds is being added to the fund.

(j) Use of Estimates

The preparation of financial statements in accordance with Canadian Public Sector Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates as additional information becomes available in the future.

(k) Financial Instruments

Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest, currency, liquidity or credit risks arising from these financial instruments.

Financial Instruments are recorded at cost when acquired or issued. In subsequent periods, investments traded in an active market are reported at fair value. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

(l) Employee Future Benefits

The costs of any legislated severance under the *Public Service Act of Ontario* and earned by employees are recognized when earned by eligible employees. During the year, the obligation was reduced by $285,000 (2014 – increased by $66,000). The liability calculated using the projected benefit method and the following assumptions approximates $1,591,000 (2014 – $1,876,000). The assumptions used for wage and salary escalation was 1.94% (2014 – 1.89%), the discount factor used was 0.79 (2014 – 0.79) and the estimated average years to retirement was 12.32 years (2014 – 11.70 years).

(m) Foreign Currency Translation

Foreign currency accounts are translated into Canadian dollars as follows:

At the transaction date, each asset, liability, revenue and expense is translated into Canadian dollars by the use of the exchange rate in effect at that date. At the year end date, monetary assets and liabilities are translated into Canadian dollars by using the exchange rate in effect at that date. The resulting foreign exchange gains and losses are included in income in the current period.

3. CAPITAL ASSETS

	2015 ($ 000)		2014 ($ 000)	
	Cost	**Accumulated Amortization**	Cost	Accumulated Amortization
Furniture	**396**	**378**	396	364
Leasehold improvements	**2,434**	**1,697**	1,677	1,599
Tourism Consumer Information System	**10,678**	**6,291**	5,880	5,273
Assets in progress	**–**	**–**	603	–
	13,508	**8,366**	8,556	7,236
Cost less accumulated amortization		**5,142**		1,320

4. DEFERRED REVENUE

	2015 ($ 000)	2014 ($ 000)
Ministry of Tourism, Culture and Sport		
OTICS – Capital assets	**71**	895
Pan Am/Parapan Am Games Secretariat*	**5,251**	–
Advertising programs	**95**	52
	5,417	947

*During the year, a Letter of Expectation was signed with the Ministry of Tourism, Culture and Sport by the Corporation for the delivery of the 2015 Pan/Parapan American Games Celebration Zone. The delivery of this program will cost up to $9,684,000 and is being funded over two fiscal years. During the year, $5,454,000 was received, $203,000 was spent and the remainder was deferred.

5. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent contributions received relating to acquisition of capital assets:

	2015 ($ 000)		2014 ($ 000)	
	Contributions	**Accumulated Amortization**	Contributions	Accumulated Amortization
Contributions received	**1,688**	**894**	931	653
Contributions less accumulated amortization		**794**		278

6. REVENUE: PROVINCE OF ONTARIO

The Corporation received funding that is recognized as revenue from the Province as follows:

	2015 ($ 000)	2014 ($ 000)
Core funding	**39,868**	40,118
Pan Am/Parapan Am Games – Celebration Zone (Note 4)	**203**	–
Media Buys	**7,186**	3,961
Ontario Travel Centres Capital	**100**	93
Summer Experience Program	**122**	125
	47,479	44,297

7. TRAVEL INFORMATION CENTRES

The expenditures for the Travel Information Centres are as follows:

	2015 ($ 000)	2014 ($ 000)
Salaries and benefits	**2,983**	3,042
Accommodation	**1,292**	1,302
Services	**407**	413
Transportation and communications	**152**	113
Supplies and equipment	**56**	75
Merchandise for sale	**422**	423
	5,312	5,368

Included in salaries and benefits are contributions to the PSPF and OPSEU pension funds for the year of $177,000 (2014 – $185,000).

8. ADMINISTRATIVE EXPENSES

Certain costs of administration such as legal and human resources support services were provided by the Ministry of Tourism, Culture and Sport without charge. All other administrative expenses are borne by the Corporation and are as follows:

	2015 ($ 000)	2014 ($ 000)
Salaries and benefits	**6,411**	6,090
Services	**981**	785
Transportation and communications	**137**	160
Supplies and equipment	**25**	27
	7,554	7,062

The Corporation provides pension benefits for all its full-time employees through participation in the Public Service Pension Fund (PSPF) and the Ontario Public Service Employees' Union Pension Fund (OPSEU Pension Fund) which are both multi-employer defined benefit pension plans established by the Province. These plans are accounted for as defined contribution plans, as the Corporation has insufficient information to apply defined benefit plan accounting to these pension plans. Included in salaries and benefits are contributions to the PSPF and OPSEU pension funds for the year of $427,000 (2014 – $419,000).

Costs of post-retirement non-pension employee benefits are paid by the Management Board Secretariat and are not included in administrative expenses.

9. BOARD AND COMMITTEE EXPENSES

Board and committee members are reimbursed for travel expenses incurred to attend board of directors and related committee meetings. Board and committee members do not receive per diems to attend board and committee meetings.

10. TOURISM CONSUMER INFORMATION SYSTEM REDEVELOPMENT AND COMMITMENTS

a) After a competitive procurement process in 2013, Hewlett Packard has been awarded a five-year contract as the service provider for hosting, operations, maintenance and redevelopment of the Tourism Consumer Information System. Total committed amount to Hewlett Packard as at March 31, 2015 is $25,174,000. During the year $7,716,000 was paid out for a total payment of $11,223,000 against the contract. The estimated payments for the next three years are as follows:

	($ 000)
2016	7,347
2017	3,628
2018	2,976

b) During the year, total costs incurred for the Tourism Consumer Information System amounted to $8,544,000 (2014 – $4,442,000) of which $838,000 (2014 – $1,199,000) was charged directly to the Special Projects Fund (Note 2i) and $4,195,000 (2014 – $603,000) was capitalized to the Investment in Capital Assets. The remaining $3,511,000 (2014 – $2,640,000) is recorded in the statement of operations.

c) The Corporation has various operating leases for its premises and advertising. The minimum annual payments for the next five years and thereafter are as follows:

	($ 000)
2016	1,019
2017	1,019
2018	1,019
2019	589
2020	445